

**A STRATEGIC PLAN**

**TO ACHIEVE**  
**FINANCIAL SUSTAINABILITY**  
**FOR THE CITY OF**  
**SPOKANE, WASHINGTON**

**OCTOBER 16, 2006**

## **INTRODUCTION:**

The local Spokane economy is currently enjoying one of its strongest economic periods in recent history. The construction industry is at a record setting pace for new building permits both in dollar volume and in number of permits issued. The manufacturing sector is experiencing a resurgence of activity for existing companies and the creation of new companies is at an historic high. The demand for skilled labor is exceeding the capacity of labor market to keep up. The tourism industry has experienced constant growth and there is great anticipation for the new and expanded Convention Center. With all of this positive economic activity underway one would assume that the revenues for the City of Spokane would also be experiencing a significant upturn. While there has been an increase in revenues they have not kept pace with the expenses of the city. The result of this dynamic has been labeled as a “structural gap” in the city’s budget and it threatens the city’s ability to continue to provide the level of services that the citizens have come to expect.

To address this issue the Spokane City Council formed a new sub-committee in January, 2006 called the Strategic Planning Committee, hereinafter referred to as the Committee. The Committee’s first task was to develop a strategic plan to address this “structural gap” in the city’s budget and to strive to establish financial sustainability for the city over a 2, 5 and 10 year time period. The Spokane City Council, in partnership with the Administration, has been engaged in a strategic planning process for the last several months to identify expense reduction opportunities and revenue enhancements that can be implemented to address the structural gap. This report is the culmination of that effort and forms the template for future actions to be taken by both the legislative and administrative branches of city government in an effort to provide city services in the most cost efficient and effective manner possible.

The Committee is composed of the following members of the Council: Al French, Chair, Brad Stark and Robert Crow. Because of the importance of this endeavor however every member of the council has been part of the process and has participated at every stage. In addition to the council members the Committee composition includes the following members of the administration and collective bargaining units: John Pilcher, Director of Economic Development Division, Gavin Cooley, Director of Finance, Roger Flint, Director of Public Works, Greg Borg, President of Firefighters Local 29, Mike Smith, Executive Director of City/County Employees Union Local 270, Barbara Burns, President of the Managers and Professional Union, Joe Bledsoe, Prosecuting Attorney’s Association, John Prosser, Community Assembly Liaison.

One of the first tasks of the Committee was to adopt vision, goal and value statements for the effort. Those adopted statements are:

### **THE VISION:**

A financial structure that funds the priorities of city government and the community visions articulated in the city’s comprehensive land use plan in an effective and responsive manner.

### **THE GOAL:**

Achieve financial sustainability for the city’s budget.

## **VALUES:**

To respect, enable and empower the community values as articulated in the city's comprehensive land use plan.

## **BACKGROUND:**

To be able to appreciate the challenge that the structural gap creates for the city you need to first understand how the gap was created and the financial impacts created for the city. To that end the following background material is provided for your review.

The structural gap is the result of a variety of actions taken by both the electorate and the insurance industry. The electorate in 1999 passed two initiatives, Initiative 695 and Initiative 747 that reduced revenue to the city and limited the city's ability to keep pace with inflationary factors. Initiative 695 reduced of the Motor Vehicle Excise Tax and established a flat fee for vehicle registration of \$30 per vehicle per year, resulting in the loose of approximately \$4.6M (2000 dollars) to the city budget. The flat fee also eliminated the opportunity to match the increase in the registration fee with the appreciated value of motor vehicles.

Initiative 747 placed a 1% cap on the amount of the annual increase in real estate property taxes that could be imposed by the city. This eliminated the ability of the city to keep pace with inflationary conditions through the appreciated value of the real estate market. Real estate property taxes represent approximately 1/3 of the total revenue that the city collects. Annual increases beyond the 1% cap are the result of new construction that expands the assessed tax base.

These two initiatives have removed the ability of the revenue streams to keep pace with inflationary factors in the community while expenses continue to increase annually.

During the same period of time the medical insurance premiums have grown at a double digit pace and other expenses have grown at a faster pace than revenues. Revenue growth is trending at an approximate rate of 2-2.5% annually while expenses are growing at a 4%+ rate. The difference between these two growth rates is our "structural gap". Achieving a balanced budget in the current year by cutting expenses or growing revenue does not balance the budget for subsequent years because of the difference in the growth rate between revenues and expenses.

Financial sustainability can only be achieved then when revenue and expenses are perfectly aligned. To achieve that alignment the Committee has worked to narrow the structural gap through an analysis of both expense reductions and revenue enhancements. The administration has chosen a strategy of hiring a consultant to conduct and "Efficiency and Performance Audit" of the city's operations. The goal of this analysis of the city's operations is to analyze whether the city is efficient and effective in how it delivers services. The following questions are being asked, (1) are we doing the right thing? (2) are we doing it as effectively as we can? (3) and are we doing it as effectively as we can?

On the revenue side we need to realign the manner in which the city's tax and fee structures are organized so that revenue can keep pace with the economy and inflationary factors. We also need to align our revenue structure to achieve desired outcomes. If growth is desired in specific sectors of the economy then the revenue structure should reflect that desire. Conversely, if a sector of the economy is tax sensitive or there are competitive conditions outside of the city that threaten that industry or sector we need to reflect that in our revenue structure.

To address the structural gap for the 2006 budget city implemented a three legged approach. The voters of the city were asked to approve a two year Levy Lid Lift so that the city could assess real estate property taxes to the state allowed limits. The collective bargaining units were asked to defer wage and benefits for a two year period. The City Council increased the amount of the utility tax on the city's utilities from 17% to 20%. All three of these items were accomplished which gave the city leadership a two year window to find a more permanent solution to the funding issues. The projected funding gap for the 2008 budget is projected to be \$12M after the three programs described above expires.

To be able to insure that budget reductions and revenue enhancements are realistic for the 2008 budget cycle these programs identified in this report need to be in place for the 2007 budget year. The city has pursued budget reductions and revenue enhancements in past years that did not materialize. To that end the Committee has committed to having the programs identified in this strategic planning effort implemented in a timely fashion and results monitored for a full budget cycle before the 2008 budget preparation.

The Committee has identified strategies that have varying time tables for implementation due to their complexities. Some strategies call for immediate implementation because they involve local legislative action. These actions range in time line from fall of 2006 to fall of 2007. Other strategies call for either voter approval or legislative authority from the state. These strategies can take from 2-5 years. Long term strategies can take up to 7-10 years to implement and consequently will receive less immediate attention. A list of potential strategies was prepared by the committee for consideration. Each potential strategy was assigned to a committee member to research and prepare a briefing paper on for the consideration of the rest of the committee. This list and associated briefing papers are attached to this report as Appendix A.

The process that the committee used to accomplish its work is described below:

## **PLANNING PROCESS:**

### **STEP ONE: FORMULATE THE COMMITTEE STRUCTURE**

As indicated earlier in this report the Committee is comprised of the City Council members, representatives of the Administration, the collective bargaining units and the community assembly.

### **STEP TWO: ADOPT VISION, GOALS AND VALUE STATEMENTS**

These were presented earlier in this report.

### **STEP THREE: IDENTIFY TIMETABLE FOR COMPLETION OF WORK AND IMPLEMENTATION**

The goal of the Committee was to have its work completed by the end of June 2006 and ready for immediate implementation. This work experienced a variety of delays resulting in its completion at the end of September, 2006. The goal of the committee is to have those strategies selected by the committee implemented by the end of the 2006 calendar year.

### **STEP FOUR: BRAINSTORM SESSION TO IDENTIFY REVENUE ENHANCEMENTS**

The Committee conducted a two day session on identifying all revenue enhancements opportunities available to the city. There was no concern as to the political/economic impacts of the ideas at this point in the process but just an effort to quantify the opportunities. These ideas were listed and then assigned a potential revenue dollar amount.

#### **STEP FIVE: BRAINSTORM SESSION TO IDENTIFY EXPENSE REDUCTIONS**

The Committee conducted a two day session on identifying expense reduction opportunities available to the city. Again, concern for the political/economic impacts of the ideas at this point was not a consideration. The effort was too merely to identify and quantify opportunities. This effort was intended to be a broad look at the city's expenses. These ideas were listed and then assigned a potential revenue dollar amount.

#### **STEP SIX: ASSIGN A HIGH/LOW PROBABILITY ASSESSMENT**

The Committee then conducted an assessment of each opportunity to determine a time table for implementation and probability for success. Time tables ranged from short term (1-2 years) to long term (5-10 years). Probabilities for success ranged from high to low. This allowed for an early assessment and identification of measures that could be taken immediately to achieve the goal. This analysis is summarized in figure 1 below.

#### **STEP SEVEN: CONDUCT A SWOT ANALYSIS OF THE CITY'S ECONOMY AND FINANCIAL POSITION**

The Committee then conducted a Strengths, Weaknesses, Opportunities and Threats analysis of the city's economy and the financial condition of the city's revenues. The results of this analysis are depicted in Figure 2 below.

#### **STEP EIGHT: INITIAL SUMMARY OF STRATEGY OPPORTUNITIES AND THEIR IMPACTS**

The Committee then summarized all of the ideas generated for both revenue enhancements and expense reductions and their associated impacts on the different segments of city government. The city has five main revenue streams, utility taxes, percentage of sales tax distribution, real estate property taxes, fees and other revenues. Some of the potential strategies have impacts in only one sector while others have impacts in more than one sector. Figure 3 is the summary of this effort. Some strategies have quantifiable impacts while others have intuitive impacts. Both impacts have been reflected in Figure 3. These are early estimates which will be solidified in a future process.

#### **STEP NINE: ASSIGN STRATEGY DEVELOPMENT TASKS**

With each revenue/expense reduction opportunity identified the next task was to develop a specific strategy for each opportunity. Members of the Committee were then tasked with developing a briefing paper on each opportunity. Those briefing papers are presented in Appendix A.

## **STEP TEN: OUTSIDE REVIEW**

Once the briefing papers were completed the Committee invited a cross section of business leaders from the community in to review the work to date and offer opinions of the economic impacts and viability of each potential strategy. This impute was utilized by the members of the Committee in their final strategy adoption process.

## **STEP ELEVEN: COMMITTEE ADOPTES FILTERS FOR DECISION MAKING**

Prior to the adoption of specific strategies the committee established a set of guiding principles that most be met for a strategy to be selected. The committee's overarching principle was that every action pursued must be "for the good of the city". Under the overarching principle the following guiding principles were adopted.

The strategy must be

1. Equitable
2. Sustainable
3. Stimulate economic development
4. Transparent
5. Protect/enhance the quality of life in the city

## **STEP TWELVE: COMMITTEE ADOPTES STRATEGIES**

After receiving impute from members of the community the Committee adopted the following strategies to be implemented. Each strategy was assigned a "Champion" on the council to insure that the strategy was developed with the appropriate legislative action to enable the administration to begin implementation.

**SWOT**  
**STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS**

**STRENGTHS**

***Strong Community Partners.*** The city enjoys a large base of community partners, both as individuals and company/corporations.

***Good Employee Base.*** The city has a good work force with years of experience and expertise in their respective positions.

***City Owned Utility Divisions.*** The city has the largest municipally owned utility divisions in the region. These divisions are a strong revenue source for the city. They are well run and nationally recognized.

***Retail Center for Region.*** Spokane is the largest retail center between Seattle and Minneapolis/St Paul.

***Voter Satisfaction.*** The voters of the city have recently passed a street improvement bond, Levy Lid Lift, and support for an expanded convention center facility.

***Strong Real Estate Markets.*** The real estate markets for residential, commercial and industrial are experiencing strong growth rates and good appreciation in values.

***Medical Industry.*** Spokane is the home for several regional medical facilities and the largest medial center between Seattle and Minneapolis/St Paul. Several sectors of the medical industry are nationally recognized for their advancements and quality.

***Transportation.*** Spokane is the hub for regional transportation systems (highway, rail and air) and the home of the largest inland international airport in the Pacific Northwest.

***Educational Center.*** The Spokane region has 4 four year colleges in the area and two community colleges. Spokane is also the home for the developing U-District, which is a combined campus of the four year programs located adjacent to downtown.

***Geography.*** Spokane is located in Eastern Washington and is identified as the capital of the Inland Empire.

**OPPORTUNITIES**

Continue to work with our partners to protect our quality of life and improve on our delivery of services

Work with our employees to continue to improve on effectiveness and identify efficiencies to be achieved.

Expand the customer base for our utilities through aggressive infill development and expansion beyond our city limits.

Work with our retail community to brand Spokane as the retail community of choice for the region.

Respect the trust the voters have demonstrated in their government and follow through on the commitments made by the city so that future requests will be considered favorably.

Encourage some of the development activity to occur in the identified “Centers and Corridors” and infill development

Continue to work with the medical community to increase reimbursements for treatment provided and to recruit new physicians to the area. Work to support local initiatives like the U-District expansion and ISM.

Work with regional partners and legislators at the state and national level to complete the North/South Corridor and establish Spokane as an alternative to the I-5 Corridor.

Continue to work with the local institutions for the expansion of the U-District and other local program offerings. Work with the community college system to provide more skilled labor to the region.

Geographical location provides for incredible recreational opportunities that serve as a draw to the region.

## **STRENGTHES**

**Tourism Industry** Recreational opportunities coupled with an expanded convention center, arena, golf courses, fairgrounds and other meeting venues make Spokane an excellent destination for a variety of activities.

**Vibrant Downtown Core.** The introduction of a housing component to the already revitalized retail and hotel industry has given new life to the core of downtown. The housing component has also sparked the opening of several new restaurants and other evening venues.

**Strong Neighborhoods.** The city's Neighborhood Council program has yielded a great sense of community and civic engagement over the last 10 years resulting in a more informed and engaged citizenry.

**Low Debt Structure.** The level of debt that the city taxpayers are servicing relative to their total debt capacity is relatively low compared to cities of like size.

**Waste Water Treatment Facility.** The city owns and operates its own waste water treatment facility which gives the city great flexibility over its growth potential and destiny.

**Golf Courses.** The city operates a series of publicly owned golf courses that are second to none and serve as a regional attraction.

**State Legislature and Governor Support.** The city and region enjoy a good relationship with the Governor and State legislature resulting in a number of community assets that have benefited from state financial assistance.

## **WEAKNESSES**

**Image.** The community currently suffers from a low self image as a result of a community scandal regarding the mayor's office followed by other damaging events surrounding the police and fire departments.

**High Poverty Rate.** Parts of the city suffer from a high rate of poverty which leads to other social demands. As the regional center for social service programs the community attracts those in need from outlying areas.

## **OPPORTUNITIES**

Remain focused on protecting our environment which is one of our biggest assets. Need to continue to partner with the CVB, EDC, DSP and Chamber on promoting the city.

Continue the programs that have lead to the revitalizing of the downtown core as well as support new initiatives for continued growth. Need additional emphasis on security and safety measures to keep the downtown area safe and friendly.

Continue to empower citizens to be engaged in their government at whatever level they desire. Use the Neighborhood Council program as a resource for the creation and evaluation of legislation.

Continue to be diligent in the use of debt to support growth strategies and the expansion of infrastructure.

The river is one of our most precious resources and we need to improve the quality of the water in it and be good stewards of the water that we remove from it. Spokane can be a leader in water steward programs. Explore water reuse opportunities for the irrigation needs of our courses.

Maintain constant contact with our legislative representatives and educate them about our community's needs and desires.

Focus on the many successes that are happening within the community while at the same time encouraging city staff to be ambassadors of the city to the citizens.

Continue the efforts of our workforce development programs in partnership with the community colleges to educate and elevate citizens out of poverty.

## WEAKNESSES

**Loss of Young Employees.** The region has excellent educational institutions and produces excellent graduates. The region does not have enough employment opportunities to retain this trained workforce resulting in a loss of young educated workers.

**Tax Exempt Real Estate.** As the regional center for social service programs there is a disproportionate amount of tax exempt real estate within the city to allow for the adequate funding of basic services.

**Lack of Leadership.** The city of Spokane has a history of relying on citizen leadership verses professional leadership. There are limited opportunities to develop the skills required for a complex government structure. The nature of this form of leadership requires a voluntary commitment that is becoming increasingly more demanding.

**Lack of Manufacturing.** The city has an inventory of developable land for manufacturing but limited demand. This lack of demand is the result of a limited market of skilled workers and a limited infrastructure for transporting goods.

**Idaho Border Competitiveness.** The city of Spokane is located within 20 miles of the state line between Idaho and Washington. Idaho has a different taxing structure for both its citizens and businesses that make Idaho more competitive in attracting new businesses.

**Legislative Environment.** The eastern side of the state of Washington is predominately republican while the western side of the state is predominately democrat. The majority of the population resides on the western side of the state and they have different concerns and issues that drive the electorate putting the City of Spokane at a disadvantage on statewide issues.

**Aging Infrastructure.** The City of Spokane has an inventory of streets, sewers, waterlines, pools and other assets that have been in place for decades without proper maintenance. These assets are deteriorating and are in need of repair or replacement.

**Riverpark Square Debt.** The city had to finance its part of the resolution of the Riverpark Square expansion and development by diverting part of its parking meter revenue to the servicing of debt. This

## OPPORTUNITIES

Entry level graduate employment opportunities need to be developed in order to retain our educated youth in the community.

Develop alternate funding sources to subsidize the cost of providing services in the community. These funding sources should include a greater level of support from the state and federal agencies.

Encourage a greater level of participation in the Neighborhood Council, CD Steering Committees, boards and commissions of the city to educate and develop the leaders of the community.

Develop partnerships with the local real estate community to better market the opportunity for business development within the city. Work with the other cities, county state and federal governments to complete the construction of the North/South Corridor and complementary railroad infrastructure.

Differentiate the differences in the tax structures between the two states and market the comparative advantage of doing business in the city of Spokane. Also emphasize the educational opportunities for the labor force and cost of living.

Encourage local legislators to work for what is in the best interest of the region and not the political party. Encourage greater collaboration with those of opposing opinions.

Develop a systematic replacement program for the deteriorating infrastructure and educate the community on the need and plan to replace vital elements of our infrastructure, similar to the experience that lead to the street bond initiative.

Emphasize the revitalizing of the downtown core and the value of the long term investment into the city center.

## WEAKNESSES

has removed approximately \$1.9M annually from the General Fund.

***Diverted Revenue Streams.*** Revenue that was once included in the general fund has been diverted to enterprise funds therein reducing revenue available to general fund dependant programs.

***High Utility Rates.*** The state authorizes cities to generate revenue from a limited number of sources, one of which is a business and occupation (B&O) tax. Because of the proximity of Spokane to the Idaho border the imposition of a B&O tax would be detrimental to the development and retention of local business. The alternative is to impose a higher local utility tax to generate required revenue for the city.

***Antiquated Building Permit System.*** The Building Department is currently using a software system for the processing of building permits that is over 15 years old. The system is neither staff nor customer friendly and is very inefficient.

***City/County Government Relationship.*** Historically there has been tension between the city and county governments that has distracted each body from being as efficient or effective as they could be. This relationship has lead to conflicts, confrontation and litigation.

***Employee wage and benefit package not comparable to private sector.*** The current wage and benefit packages offered to the employee bargaining units is believed to be above the market for comparable positions within the private sector which imbeds cost into the General Fund contributing to the structural imbalance.

***Deteriorating trust level of and in city hall.*** Events of the last 12 months has lead to a lack of trust in the people of their government.

***Drugs and additive behavior.*** The high degree of poverty in the city combined with the increased presence of individuals requiring social services creates a multitude of cost for the city. Policing, processing and deterrence measures are expensive programs and rob resources from other needs.

***Inability to prosecute crimes.*** The lack of adequate incarceration facilities, prosecutors and court time has lead to recidivism of crime in the community

## OPPORTUNITIES

Determine what expenses currently are funded in the general fund that can be diverted to the enterprise funds.

Pursue a program of lowering the utility tax rate as additional revenue sources are identified and implemented.

Acquire and implement a building permit system that is customer friendly and staff efficient. The system should include elements that will expedite the permitting system to include on-line applications and permit issuing.

Establish regular quarterly meetings between the two bodies of elected officials and work to develop relationships to foster mutual understanding and respect and lead to better collaborations and partnerships. This should also be done with adjacent municipal jurisdictions.

Conduct a "Total Compensation Analysis" to determine if there is a differential between city compensation packages and the private sector and then take actions to bring the city inline with the private sector.

Develop a higher level of transparency in government functions and activities and work to regain the citizens' trust through demonstrated performance.

Develop a regional approach to increasing the campaign against crime and look to leverage resources with adjacent partners.

See above

## THREATS

Which places additional demands on the policing agencies.

**Spokane County Government.** The actions and decisions of the Spokane County government can and do have a negative impact on the financial vitality of the city. An example of this condition is the decision of the County Commissioners to lower the gambling tax on card rooms within the county forcing the city to lower its tax or risk losing the businesses. This impacted the general fund by \$750,000.

**Failure to annex.** The city has not utilized its ability to annex growth areas adjacent to the city at a pace that is consistent with the demand for services.

**Adjacent jurisdictions.** The interest of adjacent jurisdictions can be detrimental to or competitive with the interest of the city of Spokane.

**Environmental Regulations.** State and federal regulations that are mandated and unfunded create a financial drain on the local resources. This is particularly harmful when the regulations are generic and not specific to the city of Spokane.

**Vancouver/Tacoma.** The other two cities within the state of comparable size or Tacoma and Vancouver and they compete for state and federal funding. If either of these two cities were to overtake the city of Spokane's ranking as the second largest city in the state it is believed that will have a negative impact on the city in Olympia.

**Unfunded mandates.** Unfunded mandates imposed by either the state or federal agencies have a negative impact on revenues and resources for the city.

**Voter Initiatives.** Voter approved initiatives such as I-695 and I-747 have a negative impact on the revenues available to fund city services.

**Fire District Agreements.** Agreements with adjacent fire districts serve as a deterrent to annexing to the city. These agreements are expensive and can remove the incentive to annex.

## OPPORTUNITIES

Establish a mechanism wherein the actions and decisions of each body can be candidly discussed before the impacts are created. This can start with the quarterly meetings but should go beyond the scope of those meetings to the point of developing personal relationships of trust.

The city needs to become deliberate and aggressive in its efforts to annex lands adjacent to the city. This should include programs utilizing the utilities to foster growth where the city deems it best serves the interest of the city.

Develop a municipal roundtable for all of the municipalities in the county to address issues common to all and to avoid potential conflicts.

Work with local, state and federal agencies and legislators to be more deliberate about the regulations created and their intended and actual consequences.

Adopt a more prominent presence in Olympia and impress on our state legislators the value of Spokane's role as the capital of the Inland Empire and the state's vehicle for delivering services on this side of the state.

Develop a closer relationship with our state and federal legislators and educate them on the impacts of the unfunded mandates on the ability for the city to continue to deliver vital services.

We need to educate the electorate about the financial impacts on initiatives to the local economy and governmental services.

Work to create revenue sharing agreements with the adjacent fire districts that respect our individual commitments as well as the region.

## ADOPTED STRATEGIES

The following is a list of the strategies that have been adopted by the Strategic Planning Committee for immediate implementation. The detail for each of these strategies is provided in the briefing papers located in the appendix.

**Encourage Infill Development:** Put into place programs that will encourage the build out of our inventory of vacant lots within the community.

Briefing Paper # 2

Champion(s): Al French

**Re-Evaluate the Rate Structure:** Engage in a process of re-examining the charges that are assessed for services provided in the community and whether the charges recover the cost of the service provided or should these charges be adjusted.

Briefing Paper # 8

Champion(s): Mary Verner – Gavin Cooley

**Expand the Utility Services:** The utility departments represent 1/3 of the total revenue available to the city general fund. By expanding the utility we also expand the amount of revenue available to the general fund. This involves providing services within and outside of our Urban Growth Boundary.

Briefing Paper # 19

Champion(s): Al French – Joe Shogan

**Revise Building Permit Fees:** This strategy is similar to item 2 above but relates specifically to the enterprise fund.

Briefing Paper # 24

Champion(s): Nancy Mc Laughlin – Gavin Cooley

**Streamline Fee Process:** Improve the fee collection process to allow for a variety of mechanism for payment, i.e. Credit card, on-line, etc.

Briefing Paper # 2

Champion(s): Brad Stark – John Pilcher

**Neighborhood/Center Planning:** The Comprehensive Land Use Plan is based on a center and corridor growth strategy but all of the centers and corridors have not been through the planning process to insure that land use designations are appropriate. Completing this process allows for the centers to be built out.

Briefing Paper # 46

Champion(s): Al French – Rob Crow – John Pilcher

**Hire one new prosecutor** to handle contested infractions not currently prosecuted due to manpower limitations.

Briefing Paper # 48

Champion(s): Joe Shogan – Jim Bledsoe

Develop Playfair Property: Develop strategies to utilize the Playfair property to its highest and best use for the community.

Briefing Paper #

Champion(s): Al French – Mary Verner

Insure full cost recovery in enterprise funds for building services activities: Transfer the zoning department functions into the enterprise fund to allow for full cost recovery for services provided and reduce expense to general fund.

Briefing Paper # 22B

Champion(s): Nancy McLaughlin – Gavin Cooley

Work for highest and best uses of city owned real estate and community assets.

Briefing Paper #

Champion(s): Bob Apple – Gavin Cooley

Each of these strategies will be championed by a member of the Committee to insure that each is adopted as soon as possible. These strategies and their impacts will be monitored and re-evaluated in the summer of 2007 for their effectiveness and whether they achieved the desired goal.

The strategies presented above represent those that the committee feel can be achieved in the near future, 3-6 months. The committee will undertake the process of identifying those additional strategies that will take up to 1-2 years to complete but will contribute to the financial sustainability of the city in the longer term.

Additional strategies to be pursued by individual council members include the following:

Restructuring Civil Service – Nancy McLaughlin – Bob Apple

Vending Machine Fee – Bob Apple

New fee per parking space – Bob Apple.

Thank you to the committee members for their tireless efforts and commitment to achieving financial sustainability for the City of Spokane.